

# ***From Competencies to Competence***



## ***Workforce Planning for Georgia State Government***

**August 15, 2001**

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# From Competencies to Competence: Linking Mission to Success through People

## Purpose











 Assist you in creating and sustaining productive and satisfying workplaces

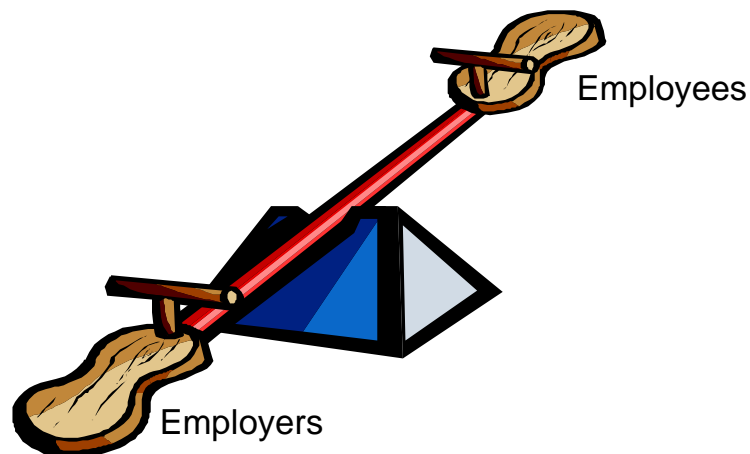
 Discuss “best practices” for integrating individual strengths and talents with organizational goals and strategy

## Premise

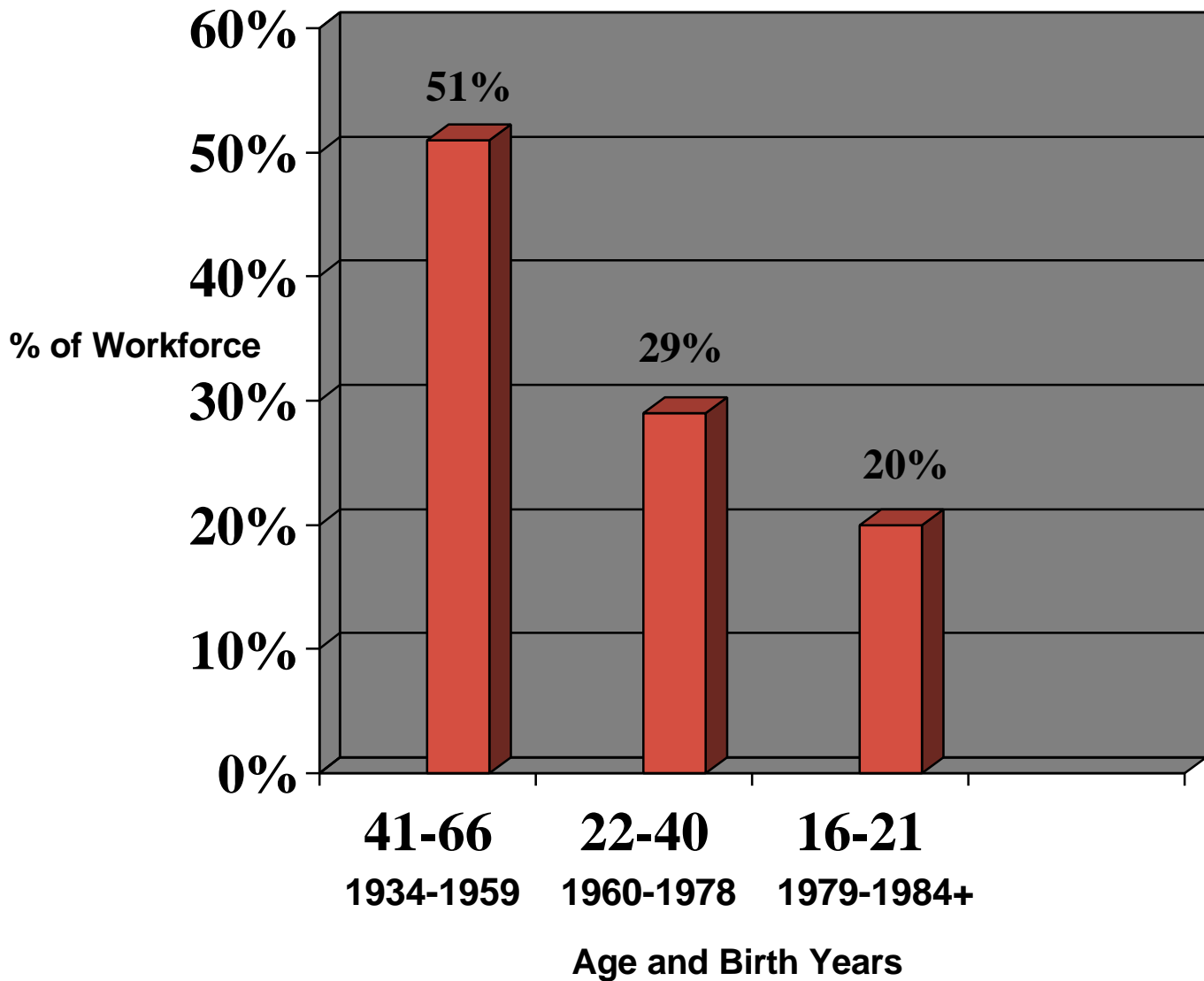
 The workforce development practices of today are woefully inadequate for meeting emerging and future organizational performance needs

# The Growing Need for Workforce Planning and Development

-   Recruitment/Retention
-   Retirements
-   Changing Workforce
-   Do More With Less
-   Shrinking Workforce



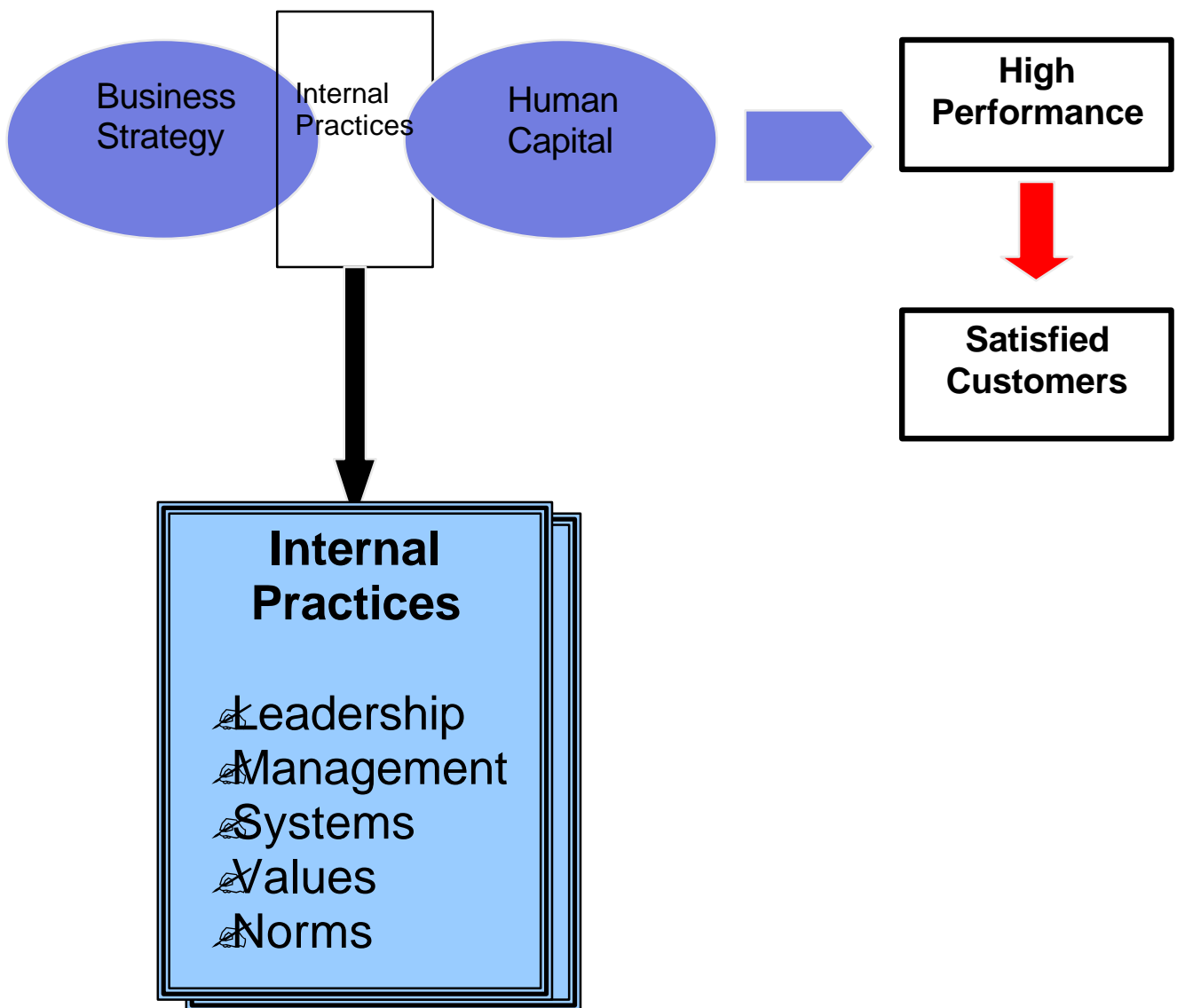
# Workforce Demographics



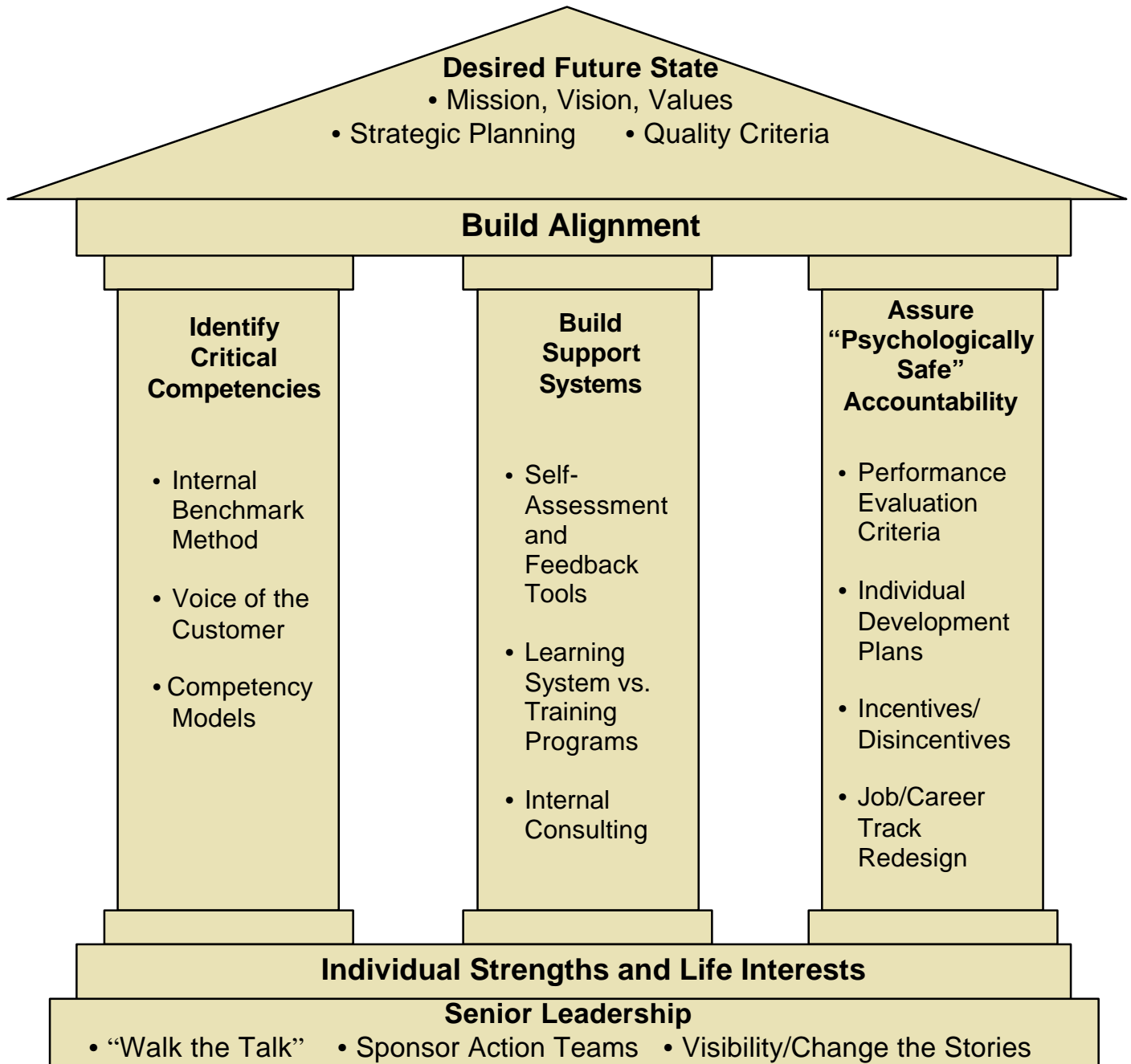
Source: Marilyn Moats Kennedy; Career Strategies, Wilmette, IL

# Linking Strategy and Human Potential

The High Performing Organization (HPO) develops internal best practices that link organizational strategy with employees' talents and life interests.

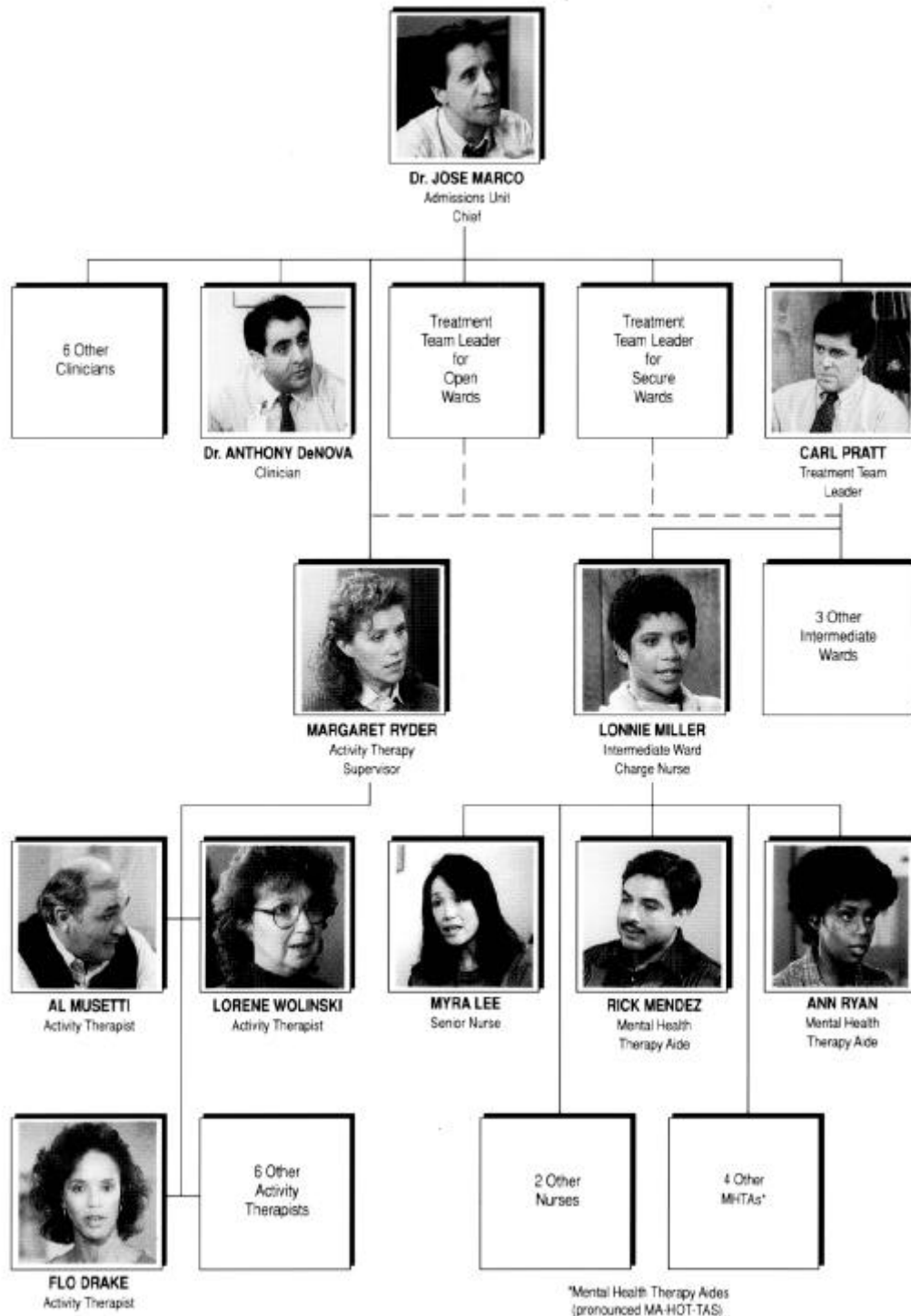


# A Model for Linking Strategy and Human Potential



# Morgan Center

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## ***More Than the Basics***

**Summary:** Margaret Ryder wanted Flo Drake's development plan for the second quarter to focus on her 1) demonstrating she could meet basic job requirements and 2) learning the art therapy and pet therapy programs by co-conducting them with Lorene Wolinski and Al Musetti. Drake thought her talents could be used more effectively and said, "I give you my word that all the basics will be performed 100 percent ... But let me put the needs assessment and these new programs in my performance plan, too."

**Respond:** If you were in Margaret Ryder's position, how would you respond to Flo Drake?

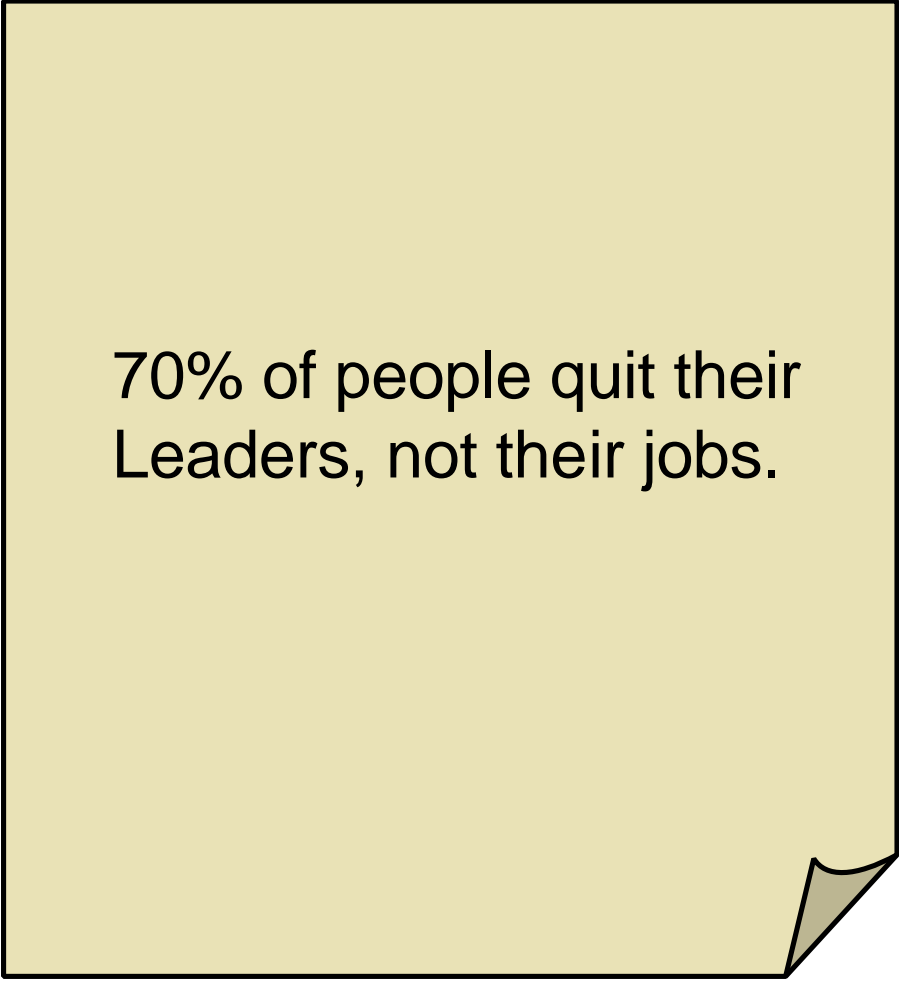
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**Rank:** Mark the four alternatives below from (1) the alternative most like the one you described above to (4) the alternative you would be least likely to select in this situation.

- ☐ A. I would agree to let her do the needs assessment and work on new programs as long as she fully meets all the basic job requirements and co-teaches art and pet therapy classes with Lorene Wolinski and Al Musetti.
- ☐ B. I would explain to Drake why it is necessary to hold off putting work on new activities in her development plan until she has met the basic requirements of her training program.
- ☐ C. I would spend time with Drake identifying specific ways in which mastering the basics and working with Wolinski and Musetti could help her pursue her interest in assessing patient needs and developing better programs.
- ☐ D. I would make sure Drake understood the importance of mastering the basics and working with Wolinski and Musetti. I would also question her about her needs assessment and new program plans to help her decide if she is trying to do too much. Then, I would leave the decision up to her about whether to add them to her performance at this time.



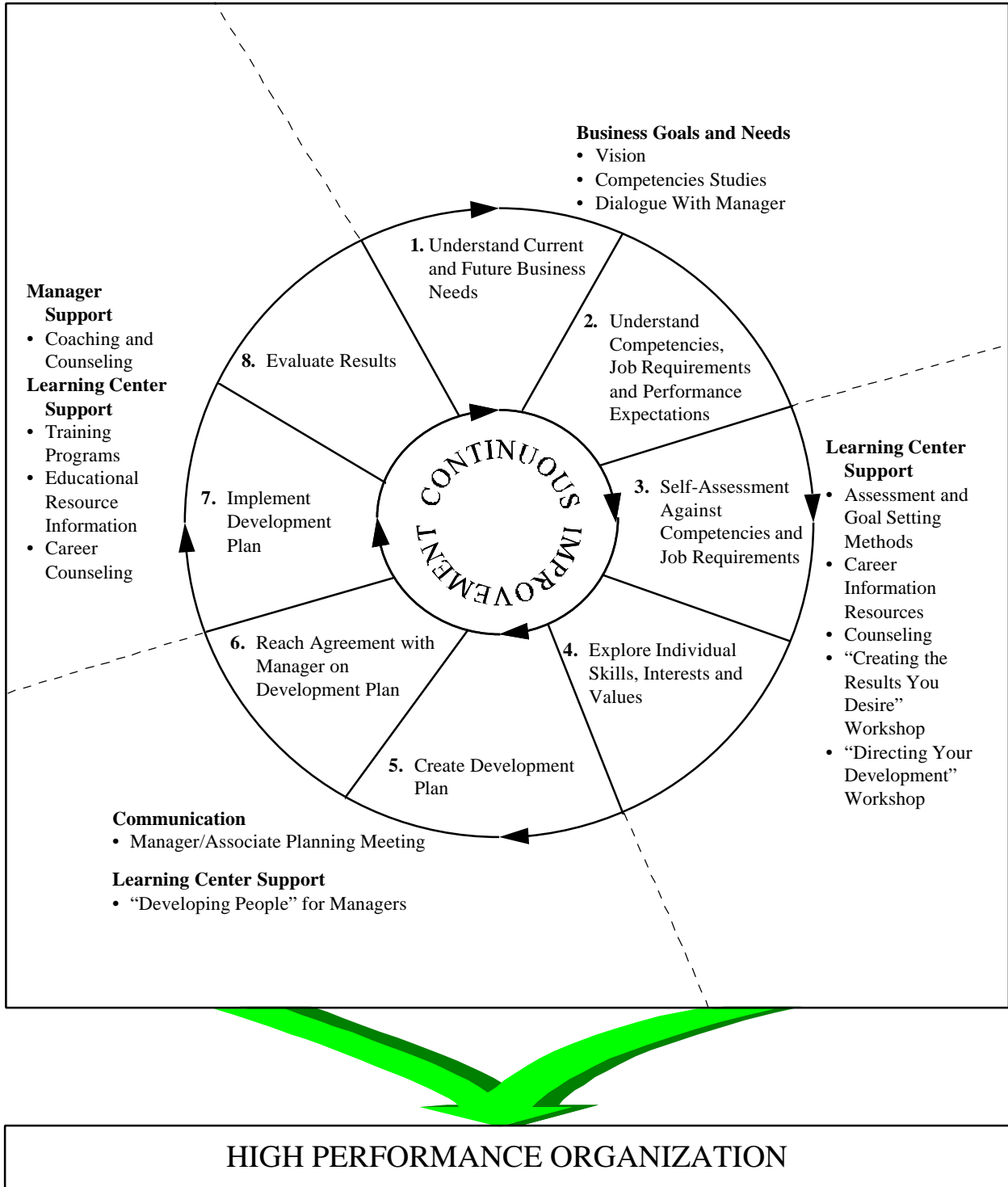
70% of people quit their  
Leaders, not their jobs.

*Source: SRI/Gallup Data: Study of 400, 000 people over 40 years;  
Robt K. Cooper, Advanced Excellence Systems*

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**KANSAS DEPARTMENT OF REVENUE**  
**Individual Development and Career Planning Process Steps and Support Mechanisms**



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## **KANSAS DEPARTMENT OF REVENUE: LINKING STRATEGY AND HUMAN POTENTIAL**

### ***?? Learning Center Support***

- ?? Management Development Series
- ?? Associate Development Series
- ?? Management Practices Survey (repeated use)

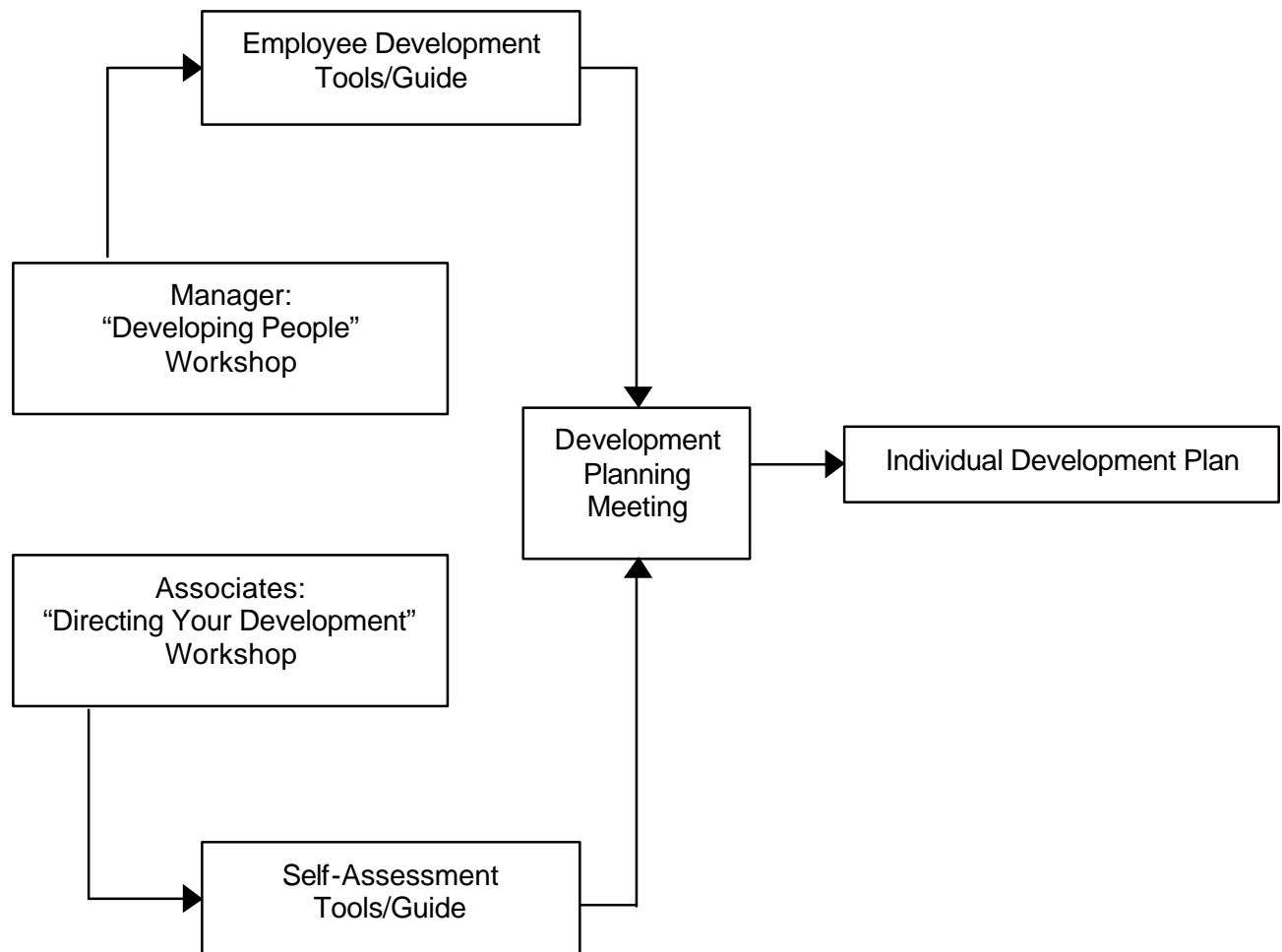
### ***?? Development Review Guides for Managers and Associates***

### ***?? Development Planning Communication Process***

- ?? Expect and Support Self-Directed Management Development
- ?? Recognition and Reward for Demonstrating Benchmark Practices
- ?? Learn “Psychologically Safe” Development Practices in  
***Developing People***
- ?? Associates Learn about Benefits of Direction Their Own  
Development

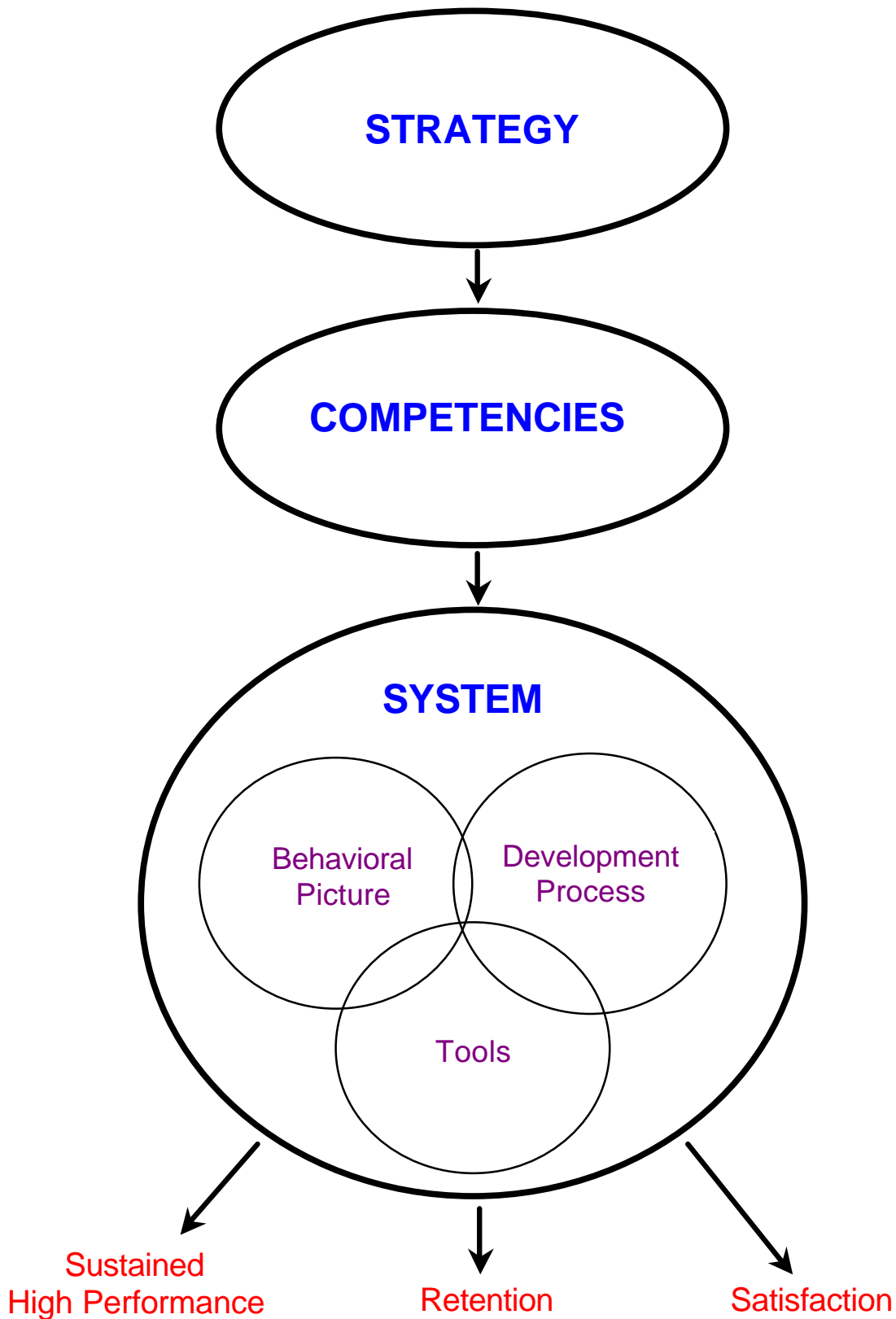
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## DEVELOPMENT PLANNING COMMUNICATION PROCESS



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## FROM COMPETENCIES TO COMPETENCE



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## CONCLUSIONS

1. Most organizations have a large or rapidly emerging need for workforce development.
2. Few organizations have invested sufficiently in expecting or enabling managers to be effective in developing employees.
3. In fact, most organizations have a large percentage of ineffective managers and do not step up to poor managerial performance; it is commonly tolerated to the point of crisis, or becomes chronic.
4. Collectively, the practices of these managers create a barrier to organizational improvement that is often insurmountable, and also causes retention problems.
5. Without improving management and leadership practices, organizations will have great difficulty both in attracting and retaining the desired workforce, and in successfully linking strategy with human potential.
6. Few organizations invest in a systems approach to workforce development, but a systems approach is needed to:
  - a. enable and sustain self-directed development
  - b. support managers' employee development efforts
  - c. eliminate poor managerial performance
  - d. link organizational strategy and human potential

*“All of the flowers of all of the  
tomorrows are in the seeds of  
today.”*

*Chinese Proverb*



## ***T.J. Brown, Ph.D.***

T.J. Brown serves as Vice President of Sterling Institute's Government Services Group, with overall responsibility for new product development and the design, implementation, and management of client projects. In this capacity he leads consulting efforts, seminars, and organizational studies that enable executives to clarify and reach consensus on their priorities and plans for organizational renewal.

T.J.'s efforts have been devoted exclusively to the public sector since 1988. He directed the development of a multi-level library of organizational and individual development programs designed to meet the unique needs of the public sector. The library includes 24 government-specific courses and 12 hours of broadcast-quality interactive video case studies, based on actual experiences within government agencies. Many of these courses are part of the statewide curricula in Ohio, New York, North Dakota, Georgia and New Jersey. T.J. has conducted organizational assessment surveys and developed and presented seminars for more than 100 government agencies and corporations. He completed his doctoral program in Educational Psychology at Florida State University.

## ***About Sterling Institute***

Sterling Institute, founded in 1967 by Dr. J. Sterling Livingston, a former professor in the Harvard Business School, has been a leader in the management, employee and organizational training and development field for over thirty years.

The mission of the Sterling Institute Government Services Group is "to enable public sector organizations achieve their desired state." We create organizational assessment and educational systems and programs that help government agencies achieve their goals.

In the early 1980's we began to focus on the needs of government. We conducted extensive research in government agencies to identify the critical issues, decisions, constraints and tradeoffs that government employees at all levels face, and to develop case studies that document the practices of people who have dealt with these problems successfully. These real problems and the "benchmarks of best practices" that resolved them serve as the framework for our consulting services and training programs.

Some of our key state government customers of the past few years are the Departments of Transportation in Florida, Georgia, New Jersey, New York and Tennessee, the Departments of Revenue in Virginia and Kansas, and the agencies responsible for statewide training in New York, New Jersey, Ohio, North Dakota, and Georgia. Key federal customers for our executive development programs are the Internal Revenue Service and the Department of the Navy.